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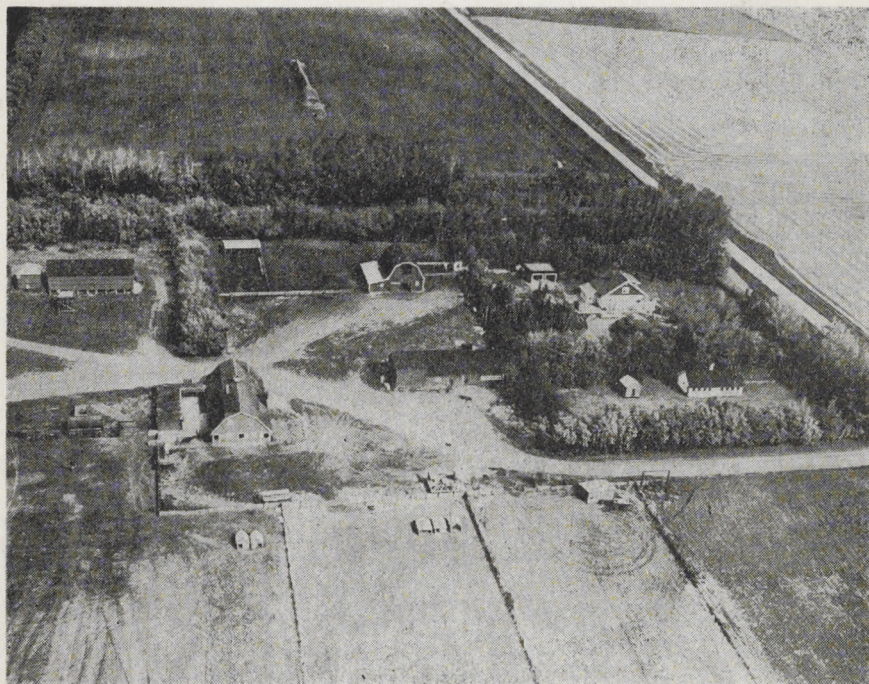
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LIBRARY, ALBERTA AGRICULTURE

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Ken Farm. Man.
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e Pleasure More Profit FROM YOUR FARM



WESTERN FARM SERVICES

division of

HU HARRIES AND ASSOCIATES

304 ROYAL TRUST BLDG.

EDMONTON, ALBERTA



GEORGE S. HUGHES

Supervisor
Western Farm Services

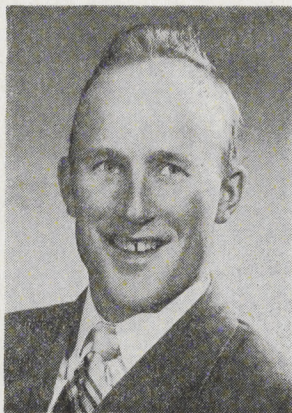
Born and raised on a grain and livestock farm at Vegreville, Alberta. He graduated from the University of Alberta in 1950 with a B.Sc. in Agriculture

specializing in Animal Science. Following graduation George was on the staff of the Olds School of Agriculture for 3 years as an Agricultural Instructor. During the summer months he operated a farm at Vegreville. Prior to joining Hu Harries and Associates in 1956 he was engaged in farming in the Vegreville district and is presently operating a farm in that area.

VERN N. GRUNDBERG

Supervisor
Assessment and Appraisal Services

Born and raised in the Camrose district of Alberta. Graduated from the University of Alberta in 1950 with a B.Sc. in Agriculture, majoring in Soils. He spent the following five years with the Government of Alberta as a land inspector and assessment supervisor. Vern joined Hu Harries and Associates in 1955 and has since been responsible for the assessment of more than 15,000 farm properties. He also operates a farm, at Dinant, Alberta.



A
FARM MANAGEMENT SERVICE

for

- Owner Operators
- Absentee Operators
- Renter Operators
- Investment Owners

interested in

MORE PLEASURE

and

MORE PROFIT

from

THEIR FARM

WESTERN FARM SERVICES
a division of
HU HARRIES & ASSOCIATES
304 Royal Trust Bldg. ,
Edmonton

FOREWORD

This pamphlet is written for the farm owner who is interested in increasing his farm income. If farming is merely your hobby then read no further. But if you own a farm and are concerned about increasing your farm income while reducing or limiting expenses, what is said in the following pages will help you. In other words, if you rely on the income from your farm for all, or part, of your bread and butter then you're the person who will be interested in what we have to say.

One word of caution must be given here. Do not assume that we possess a magic formula that will transform a rundown, badly managed farm into a well paying proposition overnight. Far from it! The application of sound Farm Management principles is based

on common sense economics and the transformation of a property overnight from a "non-paying run down proposition" to a top money producing unit just doesn't happen.

However, the records of Farm Management Services in the United States and in Canada indicate that a rapid and progressive build up of farm income is nearly always achieved when a farm owner shares his management problems with a Professional Farm Manager.

As a member of the American Society of Farm Managers and Rural Appraisers we have ample factual proof to indicate the successful application of scientific, Professional Farm Management to farms since 1910. The application of Professional Farm Management to farms owned by absentee owners is increasing all the time. If you are interested in making more money

from your farm, and at the same time
increasing the sale potential of your property
it will pay you to investigate the Farm
Management Service we have to offer.

WHAT IS PROFESSIONAL FARM MANAGEMENT ?

Farm Management is the science that considers the organization and operation of a farm from the point of view of efficiency and continuous profit. Professional Farm

Management services are designed for and used by:-

1. Professional and business men owning farm property.
2. Women owning farm property.
3. Operating farmers.
4. Estates.
5. Trust companies and others administering farm land.
6. Retired people.

It is apparent that all classes of owners rely on Professional Farm Management to a certain extent. The more removed an owner is from his property, the more he needs this management help, but all owners can benefit from the assistance of Western Farm Services.

People who rely on Professional Farm Management do so for either one of two principal reasons:

- (1) They do not have the time to devote to management,
- (2) They do not have the technical knowledge, or the experience necessary, to enable them to make the farm yield the most profit and pleasure to them.

To enable such owners, or heirs of farm property, to take advantage of this investment field and enjoy the security and satisfaction of farm ownership, Western Farm Services has been formed. This is the only Professional Farm Management Service in western Canada. It's activities are confined to operating and managing farms in north central Alberta, and the staff has been selected from people who have training and experience in that area. They are able to analyze farm problems,

and carry through to completion, profitable management programs.

If your farm is retained as an investment, as are the majority of farms; our management plan considers the long-term view to achieve an ever expanding volume of production. If your farm is not suitable for permanent ownership, or if for any reason, you wish to sell it, we rehabilitate the farm at minimum expense, so that it is put in the best possible condition for sale. We will also assist you with the sale of your farm.

Through detailed written reports we keep you continually informed of current conditions on your property and the progress of the management programs. You benefit from our marketing and purchasing contacts and from the technical and management

experience on the farms that are under our Management Service. Our main interest is in your satisfaction and the progress of your farm.

We maintain that an investment in farm real estate should be expected to return at least as much money as could be obtained if the money in the farm were invested in another sound investment program. If your farm is not doing this for you; then it may not be reaching it's full potential due to lack of proper management.

We offer you a complete Farm Management Service designed to increase your income and at the same time increase the sale value of your farm.

PROFESSIONAL FARM MANAGEMENT DOES
NOT COST - IT PAYS!

ANALYZING THE FARM'S POTENTIAL

Let us assume that you are the owner of a farm. During past years you have permitted your tenant-operator to "call the shots" as to cropping, soil management, marketing and many other details. You have given only occasional instructions as to building improvement, soil conservation, and so forth. Like many absentee owners you may have had your local banker or real estate agent look after your farm in his spare time. When you hear of Professional Farm Management, your first thought is; "Will this kind of management help me get more money from my farm or will it just be additional expense?" In this section we will outline the steps you can take to learn more about this "business system of farming".

What is the first step in establishing the "profit potential" of your farm and of testing the caliber of the Professional Farm Management approach? The first step is for you to complete a Management Application Form for your farm. This Application authorizes Western Farm Services to make a study of the farm's production history, present physical status and soil potential. In other words, we examine everything which bears on your farm's present condition and future possibility. We summarize our findings and recommendations into three comprehensive reports which are sent to you:

1. Farm Survey.

On this form we tabulate the present conditions found on the farm. We analyze the present operation, the topography, the water

supply, the roads, the buildings, the assessment and taxes, the storage conditions, and other relevant matters.

2. Soil Resources Inventory.

This report discusses the various soil types found on the farm, suggesting management practices where needed.

3. Crop Acreage Plat.

These diagrams and the report show present crop arrangement, and then a suggested cropping program for greater profits, greater yields.

What do you learn from these reports? First, you have all the facts about your farm and it's ability to earn money for you. Secondly, you have seen, in black and white, the way in which Western Farm Services undertakes the job of managing your farm.

Third, you have the beginnings of a set of detailed farm records that bring you a word picture of your farm which will be a source of pleasure and also profit.

SECURING THE GOOD TENANT

If, up to now you have operated your farm on a sort of "partnership" with the tenant you know how important the good tenant-operator is. Under Professional Farm Management he remains every bit as important to you but his situation or role alters slightly.

Where before, much of the planning has been left to the tenant-operator, under Western Farm Services this planning will be done by the Farm Manager in order to secure increased productivity and income.

The job of the tenant-operator is to carry out the production plans for your farm. If your present tenant-operator is a good farmer and can work under pleasant, friendly, supervision he will naturally remain on your farm.

If, perchance, he is not receptive to proven farm management practices and hampers the progress of the farm by failing to co-operate, then he must be replaced by a more capable operator.

In order to successfully carry out the program laid out for your farm, the co-operation of the tenant is absolutely essential. Farming today requires a highly specialized knowledge of crop diseases and their control, fertilizer requirements, the place of legumes in the rotation, the selection of the right cereal varieties and hundreds of other details of crop and livestock production. The average tenant-operator may not have kept up to all the modern trends in agriculture, but when he is shown how to put these methods into operation,

and is shown how they result in extra profit for him, he is only too eager to adopt them. Most operators can be tactfully sold into increasing enthusiasm.

In securing new tenants Western Farm Services usually places an ad in the district paper and then screens prospective applicants for the position. Tenant-operators who are alert to the advantages of good farming practice are anxious to "rent" from an owner using professional management. They know it invariably means increased income for them. Our application form screens the available tenants and assures the owner that when the final selection is made the tenant-operator will do a good job. Only those operators who meet the requirements of experience, equipment and

finances are considered.

Educational services (such as agricultural colleges and extension services) and Professional Farm Management both work toward the same goal - better, more productive farming. However, there is a vital difference in the way these newer methods are promoted. The educational institutions and extension services can only relay the information to the tenant and he can "take it or leave it". On the other hand, Professional Farm Management suggests these practices to the tenant operator and makes sure that he follows them. This control over the tenant allows Western Farm Services to practice what is best for every farm under it's management.

Further leverage on the tenant-operator is the company's one year lease

contract. Each year the tenant must prove himself capable of continuing on your farm. If he had a long-term lease (five or more years), he would be inclined to do very much as he pleased, knowing that it would be difficult to remove him. We encourage the tenant to accept the company's experience so that a good management plan can be put into operation quickly and with no hindrance.

PLANNING AND SUPERVISION

In the two preceding sections, we have shown how Western Farm Services analyzes your farm's profit potential and secures the good tenant-operator. In this section, we show you how Western Farm Services works with your tenant-operator through their Farm Manager or Supervisor.

The Farm Manager is responsible for all the planning regarding your farm. He consults with the owner to get an idea of his "aims and objectives" and is guided by these in his planning. The Farm Manager's aim is to organize and operate the farm from the point of view of efficiency and continuous profit. He will decide upon such things as (1) the type of operation suitable to the farm, (2) the soil potential of the farm and the necessary

treatments and type of fertilizer program,

(3) the field arrangement and crop rotation,

(4) the place of the livestock operation in the

farm program, (5) the nature of, and amount

of improvements that will be made, (6) the

sale of crops and livestock and any other

matters pertaining to the operation of the

farm.

In all cases where a change in

operations will require cash expenditures,

the Farm Manager consults with the owner

and secures his approval. In routine financial

matters, this is usually unnecessary, but

where expenditures for building improvements,

land clearing or things like that must be made,

the consent of the owner is necessary.

In order to successfully carry out

any farm management program it is necessary to have Farm Managers who are well grounded in the principles of farming and it's many management problems. These men should have a farm background with actual farming experience and should preferably be college graduates in agriculture with specialization in lines concerned with the actual management of farms. With this educational and practical experience background, the Farm Manager must combine a knowledge of sound business procedure, as well as an ability to get along with people and an ability to impart his knowledge in a way that tenant-operators accept it and apply it. Western Farm Services has such men on its staff. A well planned program designed to fit your farm, supervised and administered by a qualified Farm Manager and

carried out by a competent tenant-operator
is necessary for successful farm management
- and PROFIT for you, the owner.

HOW YOUR FARM'S PROGRESS IS RECORDED AND REPORTED.

In order to keep the farm owner fully aware of what is happening to his farm at all times it is necessary to keep detailed records and also to send out regular "owner reports".

Starting with the "initial survey" the owner is aware that Western Farm Services knows exactly what capabilities the farm has and what can be done about the farm. This report is valuable to the owner in that it gives him an outside or independent view of his property. Some owners say that they never really knew their farms until they read this first report.

This is only the first of many periodic reports furnished to the owner.

Detailed farm rental statements showing income and expense are mailed to the owner each month. If rentals have been collected, the owner receives his cheque along with the statement. (All collections are kept in a bank account separate from the Company's and Western Farm Services is bonded). If any expense authorized by the owner has been incurred and there is no rental income from which it can be paid the statement will show the items and the amounts due.

Monthly progress reports are made to the owner after each farm visit. These reports indicate the progress being made at planting time, harvesting time, and are detailed enough to give the owner a thorough idea of what is being done on his property.

A yearly summary report is also made outlining the progress of the farm for the year and the anticipated program for the coming year.

A report of the maintenance and improvements of buildings is also made yearly together with recommendations as regards the insurance that should be carried on them. If desired the insurance can be placed on the buildings as a part of the farm management program.

Sale of farm produce is governed by an analysis of long term marketing cycles coupled with keeping a watchful eye on present market trends. In this way the Farm Manager attempts to sell at the most advantageous time.

The regular reporting of the farm's activity gives the owner a picture of the farm

regularly throughout the year. How different this situation from the helter-skelter reporting and accounting of the old fashioned rent-collector-administrator, who is usually only heard from when money is due. We believe management involves much more than making leases and collecting rents.

THE VALUE OF MANAGEMENT

Organizing and operating a farm in the most efficient and continuously profitable manner possible is a definition often used when referring to Professional Farm Management. The words "continuously profitable manner" are important. Western Farm Services is as much concerned about your farm's future profits as it is about this year's profits. With this in mind we plan the farm program with a view to, not only increasing the profit from year to year, but also with a view to improving the physical value of the farm and its buildings so that it will command a higher sale price in the future.

During the past years, farm values have risen, but an improved farm,

well kept and maintained has always commanded a greater sale value than an unattractive property even in a rising market. Thus you can see that Western Farm Services plan a program that stresses a buildup, year by year, of the farm's potential. This benefits the owner in two ways - (1) increased profits and (2) increased sale value of the property. The buildup of the farm is accomplished on a yearly improvement basis, which enables the owner to systematically improve the property and pay for this improvement out of the farm's earnings. We aim to provide "a better income every year" for the owner.

Western Farm Services offers several important advantages over trying to manage your farm yourself:

- (1) Extensive experience on many farms is brought to bear on yours. Trained field men, skilled in Farm Supervision can effectively aid your farm personnel.
- (2) Western Farm Services has perspective. One farm can be compared with another. As the current problem is solved for one farm the solution usually applies to several others.
- (3) Western Farm Services makes a full time job of studying the rapidly changing farm situation. We are alert to new ideas coming out of experimental stations across the country and investigate the advisability of using these new ideas on your farm.
- (4) The experience, training and study of the men in Western Farm Services is constantly being used in the management of your farm.
- (5) Western Farm Services uses the services of specialists who study market conditions and use this information as a background for buying and selling at favorable times.

WHAT YOU CAN DO ABOUT YOUR FARM

In summary, let us review, point by point, exactly what Western Farm Services can do for you.

1. Select a good tenant-operator.
2. Design a management plan for the farm.
3. Set up a crop rotation system.
4. Carry out a soil maintenance and improvement program.
5. Assure fair division of crops between landlord and tenant.
6. Set up equitable lease and rental terms for your farm.
7. Market all crops and collect payment for them.
8. Supervise maintenance of improvements and plan new construction.
9. Pay taxes when required.
10. Supervise insurance on buildings and crops.

11. Furnish the owner with regular reports on the farm together with a monthly accounting of income and expenditures.
12. Save money by quantity purchases of seeds, fertilizers and building materials.
13. Set up a weed control and eradication program.
14. Make an annual appraisal of the farm.
15. Handle all details connected with the farming operation.

As you will recall, one fee covers
all these items of management. This nominal
fee, 10 percent of the owners' gross farm
income, is usually more than repaid through
increased income during the first year of
management.

If the information contained in this
booklet makes you question whether your farm
is doing as well as it should be doing, it is a
simple matter to apply for management services.

At the back of this book you will find a management application form. To secure our services, all you need to do is fill out this form and mail it to our Edmonton office, accompanied by your cheque for \$25.00. If your farm is accepted for management, the amount of your deposit will be applied against the first year's management fee.

On receipt of the application Western Farm Services will make a full inspection of your farm; send the reports discussed earlier and in consultation with you set up a management program.

Even if you have given a written lease for this year, or for a number

of years, Western Farm Services, can still render you valuable service by taking over under your present arrangements and working them out satisfactorily.

When a lease has been drawn, little has been accomplished. The actual work of management - the farming, the supervision, the building of income and principal - all this lies ahead.

If you want your farm income to reach it's maximum potential and keep growing, investigate Western Farm Services NOW!

There is no substitute for good management - in any business. And farming IS A BUSINESS. Fill out the enclosed Application Form and mail it to us now.

OTHER FARM SERVICES PROVIDED BY HU HARRIES AND ASSOCIATES

1. Consultation Management of Farms.

This type of service is designed for owners who are managing and operating their own farms but who may require occasional help or advice. We are prepared to render service on any type of farm problem whether it be only one specific problem, or the setting up of an overall farm management program.

Often, the owner requires a general report or appraisal of his farm and the farming operations so that a check up can be made to see how the present plan of operation and management can be improved. Usually these reports include such features as:

- (1) Detailed plat of the farm
- (2) An accurate soil map

- (3) Recommended soil treatment,
- (4) Drainage improvement,
- (5) Erosion control,
- (6) Present and recommended field arrangement,
- (7) Crop rotation plans,
- (8) Livestock plan.

Our managers are available for consultation on a per day basis and can be so engaged to work on special assignments of all types.

2. Appraisal Services.

Many investors rely to a large extent on a thorough appraisal of farm property before they enter into a legal contract on the purchase of farm or ranch land.

This measure of caution may prevent a mistake that may cost years of effort and the squandering of a life's savings.

Appraisals of land should go beyond

the formal land valuation. Some farms have soils so poor that little can be done to improve them economically. Others may be in poor condition, but of such physical makeup that they have extensive potentialities for profit.

Appraisals are carried out for owners wishing to purchase additional property, for owners wishing to sell their property or to establish a fair cash lease based upon appraised value and potential of the property.

We are prepared to make appraisals for:

- (a) Individuals wishing to purchase property both urban and rural.
- (b) Insurance companies, banks and others making farm loans.
- (c) Government condemnations - highway damage, etc.
- (d) Liquidations and sales.

- (e) Hydro-electric, pipeline, improvement districts and other organizations requiring professional valuation assistance.
- (f) Estate settlements, partnership dissolutions, and so forth.

Much appraisal work will be done in the future regarding the passage of pipeline right-of-ways, new highways and power lines, through farm land. We are prepared to establish sound, independent values for land expropriated or used and also the damages incurred.

3. Assessment Services.

Over the past few years, we have assessed over 25,000 parcels of farm land and property in the Province for various Municipalities. This experience record coupled with a sound capable assessment staff is

available to any Municipality in the province.

Our experience in this work gives us a sound basic knowledge of the various types of farm land in the Province.

4. Farm Building Service and Farmstead Planning.

Our managers are available on a consultation basis to provide help and advice in the planning and construction of new farm buildings. Farmstead planning services are designed to provide help in laying out buildings in an orderly and efficient manner so as to cut labor and operating costs and thereby increase efficiency.

Western Farm Services

A division of
Hu Harries & Associates

HEAD OFFICE
304 Royal Trust Bldg.
EDMONTON, ALTA.

“MORE PLEASURE — MORE PROFIT”
FROM YOUR FARM

APPLICATION

for

Agricultural Service

WESTERN FARM SERVICES

304 Royal Trust Bldg.,

Edmonton.

Date.....

It is my desire to place my farm, as described below, in your hands for management, to receive your complete Farm Management Service.

I enclose my check for \$25.00 with the understanding that, if my application is accepted, this amount will be credited on my account for the first year of management. It is further understood that, in accepting my application, you assume full responsibility as my agent, for the care of my farm, and will attend to all matters pertaining to its welfare, as set forth in sections 6, 7 and 8.

1. *DESCRIPTION*: My farm contains acres, and is described as follows:

Section....., Township....., Range....., West of the Meridian.

Municipality Province of Nearest Town

2. *TENANT*: Name Address

3. *PRESENT AGENT*: Name Address

4. *VALUATION*: Approximate value—Building, \$..... Total Property, \$.....

5. *INCOME*: The last few years, about \$..... for 19....., and \$..... for 19.....

6. *RENTAL AND LAND VALUATION*: As my agent, you are to have complete and undivided charge of the property; supervise the tenant's farming operation; secure and lease to a new tenant when it becomes necessary; collect and remit all rentals, make an appraisal of the property and render periodic crop and land valuation reports.

7. *TAXES—INSURANCE*: When I want you to look after the taxes I will instruct you; also the insurance, if there are insurable buildings.

8. *REPAIRS—IMPROVEMENTS*: Unless otherwise authorized in writing you will limit any crop and soil-building improvements to \$1.00 per acre yearly and any economical building and fence repairing to 50c per acre yearly.

9. *COST*: For this service I agree to pay ten per cent of my share of the gross receipts of the farm, minimum \$150.00 yearly. The minimum is part of the ten per cent and not an extra charge.

10. *TERMINATION*: This contract subject to cancellation after the first year by my giving you written notice 60 days in advance. (Management fee then to be prorated.) If cancelled September 1st or later, management fee for full year will be paid.

Please sign here

Address

Enclosed you will find a brochure outlining the services available through WESTERN FARM SERVICES to those people who can make use of Professional Farm Management.

It is more than likely that at some time during your work you have received inquiries regarding Professional Farm Management for absentee owners, widows, women owning farm property trusts, estates and so forth.

We thought it might be useful to yourself to be aware that there is a firm in the farm management field.

Your comments on our publication would be appreciated.

WESTERN FARM SERVICES



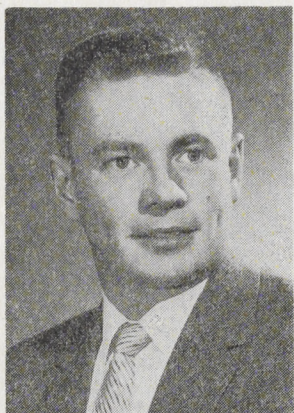
DR. HU HARRIES

General Manager

Hu Harries and Associates

Hu Harries and Associates was established in 1950 to provide a market research service to business and agriculture in Alberta. Since that date the firm has expanded by adding a

Transport Rates section, an Appraisal and Assessment section, and a Calgary office which provides economic consultation to the oil industry. Hu Harries graduated in Agricultural Economics from the University of Alberta and took post graduate work in economics at the University of Toronto and Iowa State College.

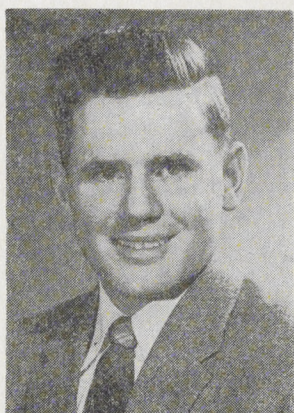


GERRY A. STREBERG

Fieldman

Assessment & Appraisal Services

Born and raised in the Meeting Creek district on a grain and livestock farm. Graduated from the Vermilion School of Agriculture in 1954 and joined the staff of Hu Harries and Associates in 1955. Since then he has been engaged in assessment work in the Municipal Districts of Flagstaff, Camrose, Provost and Smoky Lake.



MURRAY J. SPARROW

Fieldman

Assessment & Appraisal Services

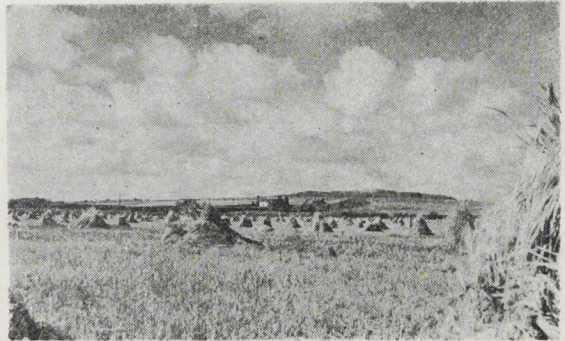
Born and raised at Calmar on a mixed farm. Completed his education at Red Deer and in 1953 accepted a position as assistant assessor with the Municipal District of Vermilion River. Since joining Hu Harries and Associates, Murray has been engaged in assessment work in the Municipal Districts of Camrose, Provost, Flagstaff, Minburn and Smoky Lake.



GOOD MANAGEMENT



**IS
THE KEY
TO**



SUCCESSFUL FARMING